

EMPLOYER SURVEY APPLICANT POOL NEW HIRES

These next questions are about the types of occupations for which your firm/organization has hired employees in the last 12 months, and about the quality of the skills and training those employees had when they began working for your firm/organization.

1. Has your firm/organization hired any new employees in the last twelve (12) months?
2. Please give us your best estimate of the number of job openings you had that you tried to fill in the last 12 months. _____ number of job openings
3. Please list up to three occupations for which your firm/organization hired the most employees in the last 12 months and the approximate number of new employees your firm/organization hired for each occupation.
Occupational Title Number of new hires in the last 12 months
Occupation 1
Occupation 2
Occupation 3
4. Thinking about the applicant pool for each of the occupations you listed in Question xx, about how many qualified applicants applied for employment in the last 12 months for each of these occupations?
Many qualified applicants Some qualified applicants Few qualified applicants No qualified applicants
Occupation 1
Occupation 2
Occupation 3

SKILL QUALITY OF RECENTLY HIRED EMPLOYEES

The next questions are about how satisfied you were with the skills of the applicant pool for the three occupations listed in Question xx. We are interested in four categories:

- < Occupational and/or professional skills,
 - < Work-place skills,
 - < Basic Skills, and
 - < Overall skill levels.
5. How satisfied was your firm/organization with the **occupational skills** of the applicant pool? PLEASE CIRCLE ONLY ONE NUMBER FOR EACH OCCUPATION.

Very satisfied Somewhat Satisfied Somewhat Dissatisfied Very Dissatisfied
Occupation 1
Occupation 2
Occupation 3
 6. Another type of skill that many employers value might be called "**work-place skills**" These include: the ability to communicate well with co-workers and supervisors, to follow directions and/or give supervision, to adapt to changes in duties or responsibilities, to use good judgment, and to have good work habits and a positive attitude. How satisfied was your firm/organization with the work-place skills of the applicant pool? PLEASE CIRCLE ONLY ONE NUMBER FOR EACH OCCUPATION.

Very Satisfied Somewhat Satisfied Somewhat Dissatisfied Very Dissatisfied
Occupation 1
Occupation 2
Occupation 3

7. Another type of skill that many employers value might be called **basic skills**. These include reading, writing, and mathematical computation. How satisfied was your firm/organization with the basic skills of the applicant pool? PLEASE CIRCLE ONLY ONE NUMBER FOR EACH OCCUPATION.

	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied
Occupation 1				
Occupation 2				
Occupation 3				

8. Finally, we would like your impression of the **overall skill level** of the candidate pool. How satisfied was your firm/organization with the overall skill level of the applicant pool? PLEASE CIRCLE ONLY ONE NUMBER FOR EACH OCCUPATION.

	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied
Occupation 1				
Occupation 2				
Occupation 3				

DIFFICULTIES IN FINDING QUALIFIED APPLICANTS

Now we would like to know about any difficulties your firm/organization experienced in the last twelve (12) months finding qualified applicants with various levels of education and types of skills. The following questions pertain to any jobs for which you were hiring in the last 12 months.

9. In the last 12 months, did your firm/organization have any difficulty finding qualified applicants for any of the jobs that you were trying to fill?
10. Were any of the following are reasons why you did not have any difficulty finding qualified applicants?
 - a. We had enough qualified applicants for the positions we were trying to fill
 - b. We did not try to hire for positions that we knew would be difficult to fill
 - c. We did not do any hiring in the last 12 months
11. Please list up to three occupations for which your firm/organization had the most difficulty finding qualified applicants in the last 12 months.
Occupation 1:
Occupation 2:
Occupation 3:
12. Sometimes firms/organizations may experience difficulty finding qualified applicants with the formal education required to perform certain jobs. In general, how much difficulty has your firm/organization experienced in the last 12 months finding qualified applicants with the different education levels listed below?
Much Difficulty Some Difficulty No Difficulty Not Applicable
 - a. Neither a high school diploma nor a GED
 - b. A GED or high school diploma
 - c. Some college course work beyond high school
 - d. A vocational diploma or certificate
 - e. A vocational associate degree
 - f. A liberal arts (academic) associate degree
 - g. A baccalaureate (B.A. or B.S.) degree
 - h. A master's (M.A. or M.S.), doctoral (Ph.D.) or professional degree from a college or university
13. What percent of the jobs that were difficult to fill fall under each of the following categories?
 - a. Managerial and administrative occupations
 - b. Professional occupations
 - c. Paraprofessional, and technical occupations
 - d. Marketing and sales related occupations
 - e. Clerical and administrative support occupations
 - f. Service occupations
 - g. Production, construction, operation, maintenance, and material-handling occupations
 - h. Agricultural, forestry, fishing, and related occupations
14. Firms/Organizations may also experience difficulty in finding qualified applicants with certain kinds of abilities and job skills. Has your firm/organization had difficulty finding employees with the following skills?
Much Difficulty Some Difficulty No Difficulty Not Applicable
 - a. Reading skills
 - b. Writing skills
 - c. Math skills
 - d. Occupation-specific skills
 - e. Computer skills
 - f. Team work skills
 - g. Problem solving or critical thinking skills
 - h. Communication skills
 - i. Positive work habits and attitudes
 - j. Ability to accept supervision
 - k. Ability to adapt to changes in duties and responsibilities
15. Which of the following has resulted from your firm's difficulty in finding qualified applicants?
 - a. Lowered overall productivity

- b. Reduced product or service quality
 - c. Reduced production output or sales
 - d. Prevented your firm/organization from expanding its facilities
 - e. Prevented your firm/organization from developing new products or services
 - f. Caused your firm/organization to move some operations out of the State of Washington
16. When your company has had difficulty finding qualified employees, which of the following has it done to deal with the shortage:
- | | | |
|---|-----|----|
| a. Attracted qualified employees from other companies in your labor market area | Yes | No |
| b. Hired less qualified employees and trained them | | |
| c. Recruited qualified employees from other parts of the state | | |
| d. Recruited qualified employees from out of state | | |
| e. Contacted State Employment Service or Job Service for help | | |
| f. Contacted local schools and colleges for help in recruiting | | |
| g. Contacted private employment agency for help in recruiting | | |
| h. Retrained and promoted in-house employees | | |
| i. Cut back production or service levels | | |
| j. Made the best of it with less qualified employees | | |
| k. Hired fewer employees than really needed and paid overtime | | |
| l. Attracted qualified employees by offering higher wages than competitors | | |

EMPLOYEES FROM DIFFERENT KINDS OF EDUCATION PROGRAMS

These next questions are about the skill levels of employees trained by various types of educational institutions or training programs. The questions pertain to all employees hired in the last 12 months, not just those in the three occupations in Question xx. We are interested in anyone your firm/organization hired in the last 12 months, who attended, or was trained by, one of these five types of institutions or programs:

- High school vocational education programs
- Community or technical college vocational training programs
- Private Industry Council (PIC) or JTPA OJT and work experience programs
- Private vocational/technical schools
- Adult basic skills classes (such as GED and English as a second language)
- Apprenticeship

For each program

17. In the last 12 months has your firm/organization hired any new employees who had recently completed a vocational education program at [program x]?
18. How satisfied was your firm/organization with each of the skills listed below of new employees who had recently completed a vocational education program at [program x]? Very Satisfied Somewhat Satisfied Somewhat Dissatisfied Very Dissatisfied Not Able to Evaluate
- a. Reading skills
 - b. Writing skills
 - c. Math skills
 - d. Occupation-specific skills needed to do the job
 - e. Computer skills
 - f. Team work skills
 - g. Problem solving or critical thinking skills
 - h. Communication skills
 - i. Positive work habits and attitudes
 - j. Ability to accept supervision
 - k. Ability to adapt to changes in duties and responsibilities
19. How satisfied was your firm/organization with the overall productivity and overall quality of the work performed by new employees who had recently completed a vocational education program at [program x]? Very Satisfied Somewhat Satisfied Somewhat Dissatisfied Very Dissatisfied Not Able to Evaluate
- a. Overall productivity
 - b. Overall quality of work

FUTURE NEEDS FOR SKILLED EMPLOYEES

20. Now we would like you to think about future needs of your firm/organization. Thinking about the next five (5) years, please list up to three occupations for which your firm/organization expects to hire the most employees.
Occupation 1:
Occupation 2:
Occupation 3:
21. For which single occupation from those you listed in Question xx, do you expect to hire the most employees in the next five (5) years?
22. How will your firm's/organization's need for employees with each of the types of educational attainment listed below change in the next five years.
- | | | | |
|----------|---------------------|----------|------------|
| Increase | Stay about the same | Decrease | Not Needed |
|----------|---------------------|----------|------------|
- a. Neither a high school diploma nor a GED
 - b. A GED or high school diploma
 - c. Some college course work beyond high school
 - d. A vocational diploma or certificate
 - e. A vocational associate degree
 - f. A liberal arts (academic) associate degree
 - g. A baccalaureate (B.A. or B.S.) degree
 - h. A master's (M.A. or M.S.), doctoral (Ph.D.) or professional degree from a college or university
23. Thinking about the personnel your firm/organization will need in the next five years, please indicate how you expect those needs to change for different types of employees. Will your firm's/organization's need for the following types of employees listed below increase, stay about the same, or decrease in the next five years?
- | | | | |
|----------|---------------------|----------|------------|
| Increase | Stay about the same | Decrease | Not Needed |
|----------|---------------------|----------|------------|
- a. Managerial and administrative occupations
 - b. Professional occupations
 - c. Paraprofessional, and technical occupations
 - d. Marketing and sales related occupations
 - e. Clerical and administrative support occupations
 - f. Service occupations
 - g. Production, construction, operation, maintenance, and material-handling occupations
 - h. Agricultural, forestry, fishing, and related occupations
24. What long-term steps is your firm/organization engaged in to find future employees?
- a. We have a direct relationship with community college vocational training programs yes no
 - b. We have a direct relationship with private career school training programs
 - c. We have a direct relationship with JTPA training programs
 - d. We participate in vocational advisory committees
 - e. We are members in the local School-to-Work consortium
 - f. We are involved with the local Private Industry Council
25. Does your firm/organization have an arrangement with any education and training providers where your firm provides on-the-job training, work experience, internship programs, or other actual job experience to their students?
- a. On-the-job training yes no
 - b. Work experience
 - c. Internships
 - d. Other job experiences

26. With which of the following education and training providers does your firm/organization have a formal agreement to provide on-the-job training, work experience, co-op, internship programs or other actual job experience to their students?
- | | | |
|--|-----|----|
| a. Adult basic skills programs | yes | no |
| b. Vocational programs through high schools or skill centers | | |
| c. Community and/or technical colleges | | |
| d. Four-year colleges and/or universities | | |
| e. JTPA or Private Industry Council | | |
| f. Other government sponsored education programs | | |
| g. Private training contractors/consultants | | |
| h. Private vocational/technical schools | | |
| i. Other private firms/organizations | | |
| j. Industry or trade associations | | |
| k. Unions | | |
| l. Other, specify: | | |
27. Once you've identified a new training need, where do you go to get information about possible trainers?
- a. Vocational/technical program through a high school and/or skill center
 - b. Community and/or technical college
 - c. Four-year college and/or university
 - d. Private Industry Council (PIC) or JTPA program
 - e. Other government-sponsored training and education programs
 - f. Private career/vocational school
 - g. Other private training and education programs, specify
28. In the last 3 years, have the skills required to adequately perform production or support jobs (primary or front-line services or support jobs) increased, decreased, or remained the same?
- 1. Increased
 - 2. Decreased
 - 3. Remained the same

CLASSROOM TRAINING PROVISION

These next questions are about classroom training, workshops, or seminars your firm/organization uses to train its employees. Please count only types of training that last four hours or longer (a half day). This training may be offered at the worksite or at another location and may occur during working hours or at other times. These may be conducted either by personnel from your firm/organization or by sources outside your firm/organization. Examples include seminars, lectures, workshops, or audio-visual presentations.

29. Did your firm/organization provide or pay for any classroom training, workshops, or seminars (lasting at least four hours) for any employees in the last 12 months?
30. Which of the following are reasons why your firm/organization did not provide or pay for classroom training, workshops, or seminars (lasting at least four hours) in the last 12 months?
- a. Skilled workers are readily hired
 - b. On-the-job training satisfies our needs
 - c. Employees we hire are adequately trained by previous employers
 - d. Training does not provide any significant benefits for our needs.
 - e. Time for classroom training, workshops, and seminars is not available
 - f. Cost of classroom training, workshops, and seminars is too high
 - g. Employee turnover is too high to justify training
 - h. Other, specify:
31. Of the classroom training, workshops, or seminars that your company provides, approximately what percent is for each of the following categories of employees? (If no formal training is provided at all, then please indicate zero percent.)
- a. Managerial and administrative occupations
 - b. Professional occupations
 - c. Paraprofessional, and technical occupations
 - d. Marketing and sales related occupations
 - e. Clerical and administrative support occupations
 - f. Service occupations
 - g. Production, construction, operation, maintenance, and material-handling occupations
 - h. Agricultural, forestry, fishing, and related occupations
32. For each type of employee listed below, what percentage received classroom training, workshops, or seminars (lasting at least four hours) in the last 12 months? If your answer is "none" for a particular type of employee, please enter a zero on that line. Note: Because we are interested in the percentage of each type of employees that receive training, the numbers you enter below will not necessarily add up to 100.
- a. Managerial and administrative occupations
 - b. Professional occupations
 - c. Paraprofessional, and technical occupations
 - d. Marketing and sales related occupations
 - e. Clerical and administrative support occupations
 - f. Service occupations
 - g. Production, construction, operation, maintenance, and material-handling occupations
 - h. Agricultural, forestry, fishing, and related occupations

33. Approximately what percent of your current employees in each category would you say need further training in a formal program, such as that taught at a community college or private vocational/technical school, in order to reach the current level of productivity and competence that your company needs? Note: Because we are interested in the percentage of each type of employees that receive training, the numbers you enter below will not necessarily add up to 100.
- Managerial and administrative occupations
 - Professional occupations
 - Paraprofessional, and technical occupations
 - Marketing and sales related occupations
 - Clerical and administrative support occupations
 - Service occupations
 - Production, construction, operation, maintenance, and material-handling occupations
 - Agricultural, forestry, fishing, and related occupations
34. In the last **three** (3) years, has the percent of your employees who receive classroom training, workshops, or seminars of some kind increased, decreased, or stayed about the same?
- Increased
 - Decreased
 - Stayed about the same
35. Which of the following are reasons for your increase in training? Yes No
- Changes in products or services you provide
 - Changes in technology
 - Changes in the organization of work
 - Need to improve the quality of your output
 - Need to improve worker productivity
 - New hires did not have necessary skills
 - To help employees develop more positive attitudes and work habits
 - To keep up with competition from foreign countries
 - To keep up with competitors at home
 - To improve the morale of employees
 - To develop a more flexible and versatile workforce
 - To promote the personal or career development of employees
 - Legal requirements forced us to increase training
 - other, specify:

TRAINING PROVIDED BY (PUBLIC/PRIVATE) ORGANIZATIONS

36. Has your firm/organization **ever** had an arrangement with a (community or technical college / Private career/vocational school) to provide education and training services to your employees?
37. Does your firm/organization **currently** have an arrangement with a (community or technical college / Private career/vocational school) to provide education and training services to your employees?
38. Why did you select a (community or technical college / Private career/vocational school) to conduct training?
PLEASE CIRCLE YES OR NO FOR EACH STATEMENT.
- a. Cost-effective value for money
 - b. Quality of instruction
 - c. Community or technical college customized the training program for our needs
 - d. Convenient location
 - e. Training programs referred to us by other businesses
 - f. Contracted with community or technical college in past with satisfactory results
 - g. Other, specify: _____
39. Please rate the most recent (community or technical college / Private career/vocational school) training provided for your employees in each of the following areas. (Very Good, Good, Poor, Very Poor, Not Applicable)
- a. The responsiveness of the college to your particular needs
 - b. The amount of skill your employees gained from the training
 - c. The timeliness of the training
 - d. The cost of the training
 - e. The convenience of the hours of the courses
 - f. The convenience of the location
 - g. The quality of the equipment
 - h. The quality of the facilities and buildings where the training was held
 - i. The technical competence of the instructor(s)
 - j. The administrative simplicity in making these arrangements (red tape)
40. Listed below are some reasons why firms/organizations may not have arrangements with (public/private) education and training providers to train their employees. Please indicate which of the following are reasons why your firm/organization does not have such an arrangement.
- a. The cost would be too high
 - b. Our firm/organization conducts its own training
 - c. Our firm/organization only uses private education and training providers
 - d. Public training and education providers do not offer the type of training our employees need
 - e. Our firm/organization has been able to find all the qualified workers that we need
 - f. Public training and education providers have too much red tape/ administrative bureaucracy
 - g. We are not aware of what the (colleges/schools) offer
 - h. Other, specify _____
41. Listed below are reasons why (public/private) education and training providers may not satisfy a firm's/organization's training requirements. Please indicate which of the following are reasons why (public/private) education and training programs did not meet your training needs.
(Public/Private) training and education providers . . .
- a. Cannot train our employees in a timely fashion
 - b. Do not offer the skills training our employees need
 - c. Do not offer training classes at a time convenient for our employees
 - d. Are not in a location that is convenient for our employees to reach
 - e. Do not have the necessary equipment or facilities to train our employees
 - f. Do not have enough qualified instructors to train our employees
 - g. Have too much red tape/administrative bureaucracy
 - h. Other, specify _____

Next, we would like to ask specifically about three types of classroom training you may have provided to your employees. These types of training are: Workplace Practices, Basic Skills, and Job-Specific Skills.

PROVISION OF WORKPLACE PRACTICES/BASIC SKILLS/JOB-SPECIFIC SKILLS TRAINING

- **Work-place practices** may include training in policies and practices that affect employee relations (e.g., work-place diversity or sexual harassment training), affect employee health and safety (e.g., work-place safety and health requirements) and the work environment (e.g., how to work in teams, how to improve work performance, etc.).
 - **Basic skills** training is training in elementary reading, writing, arithmetic, and English language skills
 - **Job-specific skills** training includes training that upgrades employee skills, extends employee skills, or qualifies workers for a job.
42. In the last 12 months did your firm/organization provide or pay for classroom training, workshops, or seminars (lasting at least four hours) in (INSERT TYPE OF TRAINING) for any employees?
43. Have you used any of the following training providers for (INSERT TYPE OF TRAINING) in the last 12 months? To what extent are you satisfied with the (INSERT TYPE OF TRAINING) you received from that training provider?
- a. Our firm's/organization's personnel
 - b. Vocational/technical program through a high school and/or skill center
 - c. Community or technical college
 - d. Four-year college or university
 - e. Private Industry Council (PIC) or JTPA program
 - f. Other government sponsored training and education programs, specify:
 - g. Private training contractors/consultants
 - h. Private vocational/technical schools
 - i. Industry or trade associations
 - j. Unions
 - k. Equipment suppliers or buyers
 - l. Other private provider, specify:
44. The following are reasons why your firm/organization may have provided or paid for training in (INSERT TYPE OF TRAINING) for your employees in the last 12 months. Please indicate whether each of the following is a major reason, a minor reason, or not a reason that your company would decide to help employees get more training.
- a. To increase productivity
 - b. To keep employees up-to-date with industry/business/occupational practices
 - c. To meet legal requirements for work-place safety
 - d. To meet legal requirements of employment laws
 - e. As part of a collective bargaining agreement
 - f. To improve the employee's relations with supervisors and coworkers
45. To what extent are you satisfied with the (INSERT TYPE OF TRAINING) you received from each of the following training providers? Would you say that you are...
- | | Very Satisfied | Somewhat Satisfied | Somewhat Dissatisfied | Very Dissatisfied | N/A |
|---|----------------|--------------------|-----------------------|-------------------|-----|
| a. Vocational/technical program through a high school and/or skill center | | | | | |
| b. Community or technical college | | | | | |
| c. Four-year college or university | | | | | |
| d. Private Industry Council (PIC) or JTPA program | | | | | |
| e. Private training contractors/consultants | | | | | |
| f. Private vocational/technical schools | | | | | |
| g. Industry or trade associations | | | | | |
| h. Unions | | | | | |
| i. Equipment suppliers or buyers | | | | | |

ON-THE-JOB TRAINING PROVISION

These next questions refer to on-the-job training. During on-the-job training, the worker is learning from someone else the duties that the job requires while performing work. One example is having a co-worker teach an employee how to operate a machine. Another example is having someone show a new employee the bookkeeping system. In answering these questions, please include all employees: full-time, part-time, temporary, salaried, and hourly.

46. Does your firm/organization provide any type of on-the-job training for its employees?
47. Were any of the following reasons why your firm/organization does not provide any type of on-the-job training for its employees?
 - a. All training is classroom training
 - b. Employee turnover is too high to justify training
 - c. On-the-job training is not needed
48. Which of the following types of on-the-job training does your firm/organization provide to employees?
 - a. Basic skills training (basic reading, writing, arithmetic, and/or English language skills)
 - b. Work-place skills training (how to work in teams, how to improve work performance, etc.)
 - c. Job-specific skills training (training to upgrade employee skills, extend employee skills or to qualify workers for a job)
49. Which of the following employees provide a majority of the on-the-job training at your establishment?
 1. Managers/Supervisors
 2. Co-workers
 3. Others (e.g., safety officers, human resources staff)
 4. Company training personnel
50. For a newly hired non-managerial worker most directly involved in your establishment's primary product (*line of business*), how many hours of on-the-job training on average would the newly hired worker receive by each of these individuals before becoming fully proficient in the job?
 1. Hours by supervisor
 2. Hours by co-worker
 3. Hours by other
51. Of the on-the-job training that your company provides, approximately what percent is for each of the following categories of employees? (If no training is provided at all, then please indicate zero percent.)
 - a. Managerial and administrative occupations
 - b. Professional occupations
 - c. Paraprofessional, and technical occupations
 - d. Marketing and sales related occupations
 - e. Clerical and administrative support occupations
 - f. Service occupations
 - g. Production, construction, operation, maintenance, and material-handling occupations
 - h. Agricultural, forestry, fishing, and related occupations
52. For each type of employee listed below, what percentage received on-the-job training in the last 12 months? If your answer is "none" for a particular type of employee, please enter a zero on that line. Note: Because we are interested in the percentage of each type of employees that receive training, the numbers you enter below will not necessarily add up to 100.
 - a. Managerial and administrative occupations
 - b. Professional occupations
 - c. Paraprofessional, and technical occupations
 - d. Marketing and sales related occupations
 - e. Clerical and administrative support occupations
 - f. Service occupations
 - g. Production, construction, operation, maintenance, and material-handling occupations
 - h. Agricultural, forestry, fishing, and related occupations

CURRENT EMPLOYMENT SITUATION

53. Listed below are eight major occupational groups. Please fill in the blanks with the percent of your firm's/organization's current employees who are in each occupational group. Write zero if you have no employees in an occupational group. Your answers to parts a through I of this question should total 100%.
- a. **Managerial and administrative occupations** include top and middle-level managers, administrators, and executives whose primary duties are policy making, planning, staffing, directing, or controlling the activities of establishments. _____
 - b. **Professional occupations** include persons concerned with the theoretical or practical aspects of fields (e.g., science, art, education, law, and business relations) where substantial post-secondary educational preparation, or equivalent on-the-job training or experience is required. _____
 - c. **Technical and paraprofessional occupations** include technicians, programmers, and people who provide technical support (especially in health, engineering, aviation, computer programming, and law) where positions require at least some post-secondary educational preparation or equivalent on the job training. _____
 - d. **Marketing and sales related occupations** consist of persons selling goods or services and other individuals directly related to sales. _____
 - e. **Clerical and administrative support occupations** include persons performing clerical tasks, such as typing, filing, operating a computer, keeping records (personnel, stock, production, billing, etc.), and preparing and distributing mail. _____
 - f. **Service occupations** include workers in occupations relating to protective service, food service, health assisting service, cleaning and building service, and personal service. _____
 - g. **Production, construction, operation, maintenance, and material-handling occupations** consist of all skilled, semiskilled, and unskilled workers performing machine and manual tasks involving production, construction, operation, maintenance, repair, and material-handling. _____
 - h. **Agricultural, forestry, fishing, and related occupations** include workers concerned with agricultural production, forestry, and fishing. Also included in this group are agriculture-related workers, such as animal caretakers and groundskeepers. _____
- Total** (should equal the number of employees in Question 1) _____
54. What percent of your firm's/organization's current employees are in jobs that require the educational level listed below? Your answers to parts a through I of this question should total 100%.
- a. Neither a high school diploma nor a GED
 - b. A GED or high school diploma
 - c. Some college course work beyond high school
 - d. A vocational diploma or certificate
 - e. A vocational associate degree
 - f. A liberal arts (academic) associate degree
 - g. A baccalaureate (B.A. or B.S.) degree
 - h. A master's (M.A. or M.S.), doctoral (Ph.D.) or professional degree from a college or university
55. Of all employees listed in Question xx above, what percentage are in each of the following three categories? Write zero (0) if you have no employees in a category. Your answers to parts a through c of this question should total 100%.
- a. Permanent part-time workers (working less than 30 hours per week)
 - b. Permanent full-time workers (working at least 30 hours per week)
 - c. Hired directly by the firm on a Temporary basis
56. How many employees were on the payroll of your establishment during the most recent pay period? Of these, how many contract workers or workers employed by temporary-help agencies did your establishment use during the most recent pay period?
57. Are most of your employees covered by any of the following: Yes No
- a. Paid vacation/holidays
 - b. Paid sick leave
 - c. Medical or health insurance

- d. Pension plan
- e. Child care subsidies
- f. Severance plan
- g. Dental care benefits
- h. Family leave
- i. Formal grievance or complaint procedures
- j. Life insurance
- k. Stock options
- l. An employee assistance program (for counseling services outside of work)
- m. An employee wellness program
- n. Profit sharing
- o. Flexible work schedules
- p. Flexible work site or telecommuting

58. Approximately what percentage of your currently employed workers have been with your firm/organization for less than one year?
59. What percentage of your non-supervisory employees use computers in their jobs? What percentage of your managers and supervisors use computers in their jobs?
60. Would you say your firm/organization is currently operating at capacity, near capacity or below capacity?

In these first questions about employees,

61. On average, how many hours per week do the following categories of employees work? Please include all employees, both full-time and part-time who are not contracted through a temporary services agency or hired as an independent contractor.
- a. Managerial and administrative occupations
 - b. Professional occupations
 - c. Paraprofessional, and technical occupations
 - d. Marketing and sales related occupations
 - e. Clerical and administrative support occupations
 - f. Service occupations
 - g. Production, construction, operation, maintenance, and material-handling occupations
 - h. Agricultural, forestry, fishing, and related occupations

OTHER COMPANY DEMOGRAPHIC INFORMATION

62. We would like to know if your firm/organization uses various work-place practices that some employers are currently using. Please indicate whether your firm/organization is using each of the practices listed below.
- Organize employees into self-managed work teams
 - Train employees to do a number of different jobs (cross training)
 - Have a formal job-sharing or flextime program
 - Regularly rotate employees among different jobs (job rotation)
 - Link employee compensation to performance
 - Organize regularly scheduled meetings with managers/supervisors and workers to discuss ways to improve workplace practices
 - Have a formal Total Quality Management or Continuous Quality Improvement Program
 - Compare its practices and performance with other firms/organizations practices and performance (benchmarking)
 - Manage using just-in-time inventories
 - Involve co-worker review of employee performance
 - Use quality circles
 - Self-directed work teams
63. Please indicate on the lines below the name of a person at your firm/organization we may contact if we have any questions about your survey:
- | Contact Person | Title | Telephone number | Fax Number |
|----------------|-------|------------------|------------|
|----------------|-------|------------------|------------|
64. In what year did your firm/organization start operations in this location?
ENTER YEAR
65. Does your company have operations (sales or facilities) located in... (for each, Yes/No)
- Washington only
 - The United States only
 - North America only
 - Outside of North America
66. Is this the only establishment in your enterprise or are there others? How many others?
67. Is your establishment represented by a union or unions? What percentage of your employees are covered by a collective-bargaining agreement?
68. In the past three years, has the number of employees at your establishment increased, stayed the same, or decreased?
- Increased, by what percentage has your employment changed?
 - Stayed the same
 - Decreased, by what percentage has your employment changed?

GENERAL QUESTIONS ABOUT COMPANY TRAINING POLICY

69. Does your establishment have a formal/written training policy?
70. Does your firm/organization have a separate department that is responsible for the provision of training for your employees?
71. In the past **three** (3) years, has the number of full-time training personnel on the payroll of your establishment increased, decreased, or stayed the same?
1. Increased
 2. Decreased
 3. Stayed the same
72. Does your establishment currently provide retraining opportunities to employees at risk of losing their jobs due to economic conditions?
73. Does your company have a formal budget for training that clearly separates training from other employee costs?
74. In the past three years, has the amount of money spent by your establishment on training increased, decreased, or stayed the same?
1. Increased
 2. Decreased
 3. Stayed the same
75. Approximately what percent of your total labor costs are spent on training activities? A rough estimate of the training costs as a percent of total employee costs is okay.
76. Has your company ever worked with other businesses in your industry to establish a joint training effort?
77. Which of the following are reasons why your company has NOT worked with other businesses to establish a joint training effort: (Please circle one answer for each question.) Is a Reason Is Not a Reason
- a. Other businesses are viewed as competitors
 - b. Other businesses are not interested.
 - c. The training needs of other companies are different
 - d. There are no similar businesses in this area
 - e. We are not in contact with other businesses in the industry
 - f. Other reasons _____